

# Monitoring and Evaluation Strategy (2011 – 2015)

**Monitoring and Evaluation for  
Accountability, Organizational Learning and Sustainability**



## **1. Introduction:**

Family Planning Association of Sri Lanka (FPASL) is implementing next five years strategic plan for 2011-2015 in Sri Lanka to achieve the broader goal of *universal access to reproductive health*. Realizing the importance of monitoring and evaluation of programming in ensuring quality, smooth operation and capturing results, FPASL developed monitoring and evaluation strategy to be read with the overall strategic plan for 2011-2015.

## **2. Background**

Family Planning Association of Sri Lanka (FPASL) implements its programs under five themes; HIV/AIDS, Abortion, Access, Advocacy and Adolescents. Monitoring and Evaluation function is vested with the recently recruited Assistant Director – Monitoring and Evaluation under the supervision of Deputy Executive Director. Under the guidance of IPPF- SARO, FPASL implements M&E activities to track results of reproductive health initiatives.

FPASL programs are governed by five years strategic plans, which includes monitoring and evaluation plan as well. M&E plan includes indicators, data collection sources, monitoring activities, evaluations/ research/ studies to be conducted etc. FPASL is planning to establish M&E policy within the organization which gives right directions regarding all M&E functions. The M&E policy needs to be supported by M&E manual which includes reporting formats, data collection tools, evaluation guidelines etc.

Currently FPASL has a manual system to collect data on services such as medical services, counseling, hotline, laboratory services etc. Each service unit submits monthly reports to the M&E section. The reporting formats are in line with IPPF guidelines. It is a need to establish a computer based data system for service sections (Client Information Management System - CIMS) which will be under the umbrella of broader data system (Information Management System - MIS). Currently data analysis, preparation of reports are done manually. Once the MIS is established, data analysis and production of reports will be done through the system.

FPASL already has competent M&E staff, yet technical capacity can be further improved. M&E functions within program units are vested with program heads and staff. Therefore program staff need to understand the importance of M&E and how it can effectively be used for tracking results. Valuable and committed contribution from the program staff for M&E is needed as role of M&E staff is to coordinate them.

## **3. Goal:**

Well functioning, practical monitoring and evaluation system of FPASL tracks results of reproductive health initiatives and ensures quality at implementation in the period 2011-2015.

#### **4. Objectives:**

- FPASL has effective systems in place to regularly monitor and evaluate its programme, and to demonstrate whether it is achieving its objectives.
- FPASL uses data to inform decision making, to adjust its programme where necessary and to continuously improve performance.
- FPASL demonstrates and shares its results, good practices and lessons learned within the Association and other interested parties.

#### **5. Activities to meet above objectives:**

- Set up systems and procedures for collection of accurate service statistics and other data from the field.
- Develop and finalize M&E policy for FPASL
- Develop and finalize M&E manual including reporting templates, monitoring tools and evaluation guidelines in line with the policy.
- Develop and establish MIS and CIMS
- Supervision of the collection, validation & verification of data
- Periodic reporting of monitoring and evaluation and service statistics results for internal management
- Analyze and interpret the data for effective and efficient programme implementation
- Carry out evaluation studies of programmes and projects to help decision makers take the necessary alterations or changes during the implementation of programmes
- Organize baseline, midline and end line surveys and prepare relevant research reports.
  - Development of TOR for individual researchers/agencies to conduct research or evaluation
  - Identify research agencies and assign them for research studies and monitor research in progress.
  - Disseminate research findings with relevant stakeholders
- Conduct training programmes for project staff on M&E in general, record keeping, reporting and use data.

#### **6. Indicators of achievement**

- Well drafted, finalized M&E policy in place
- Finalized M&E manual in place
- CIMS, MIS established and regular use for data analysis
- Number of evaluation studies conducted
- Number of Evaluation results used for evidence based decision-making
- Service Statistics data used for evidence based decision-making

## **7. Implementation plan**

### **M&E policy and establishment of M&E culture**

Monitoring and evaluation policy of FPASL will be developed in line with country needs and IPPF guidelines. All program staff will be guided by the M&E policy for monitoring and evaluation aspects of program implementation. Once the M&E policy is in place, monitoring and evaluation manual including reporting formats, data collection guidelines, monitoring tools and evaluation guidelines etc will be developed and introduced to the program staff. The purpose of M&E policy and manual is to establish M&E culture within the organization which helps the program staff to capture and report results of implemented programs as part of routine work.

### **Monitoring, Reporting and Data Management:**

Monitoring reporting and data management tasks are very important in an M&E system. Regular monitoring measures such as progress review meetings, field monitoring visits, monthly reporting will be continued in the new phase as well. Existing manual reporting forms to be converted to a computer based Client Information Management System (CIMS) which will be part of the broader Management Information System (MIS). The system will be developed by a consultant/ company as per the TOR developed by FPASL. The system will provide the analytical results for programme feedback including periodic reporting for different donors. All program units to feed data in to the system in regular basis. Human resources needs for data management by each program unit need to be considered.

### **Evaluation:**

Base line status will be established against indicators mentioned in the strategic plan. Mid-term evaluation and end of program evaluation will be conducted in May 2013 and August 2015 respectively. Mid-term evaluation is to review the progress up to mid five year strategic plan and feed recommendations in to the rest of the implementation period. Mid-term evaluation will be conducted using the participatory approach meaning a team of representatives from stakeholders including competitors, beneficiaries, government, implementing partners, staff etc. Final evaluation is to assess results of the five years program and feed lessons learnt in to the next planning process. Evaluation process for both evaluations will be initiated at least three months prior to the field work of the evaluation. Both evaluations will be facilitated by an evaluation expert with strong RH background (national or international).

### **Resources and Organizational Setting:**

Currently M&E function is implemented by Assistant Director – M&E under the overall supervision of Support Services Function. This arrangement is to be maintained as it is, to ensure independency of the function while getting direct involvement of all the program sections to contribute to well functioning of the M&E activities. M&E will be an incorporated function of all program units. Tasks of Assistant Director – M&E is to coordinate monitoring, reporting, data management and evaluation and guide program units for results based management.

#### **i. Capacity building of M&E staff**

Necessary measures will be taken to strengthen the capacity of M&E staff by providing training and linking to national, regional and global networks.

Recommended training for M&E staff;

- MEASURE Evaluation training on M&E in Health, Population and Nutrition. Training is conducted annually in Delhi, India in addition to other locations.
- Participatory planning, monitoring and evaluation course (PPM&E) conducted annually by Wageningen University, Netherlands.
- International Program for Development Evaluation Training (IPDET) conducted annually in Ottawa, Canada jointly by Carleton University and World Bank.

All three training programs have scholarship facility for eligible participants.

M&E networks help to share resources, knowledge and expertise. Particularly sharing with M&E professionals in similar programs, similar practices are useful for improvement of FPASL M&E function. Recommended networks for M&E staff;

- National - Sri Lanka Evaluation Association (SLEvA) – Institutional membership to be obtained
- Regional – Community of Evaluators – South Asia (COE), International Organization for Collaborative Outcome Management in South Asia (IOCOMSA)
- Global - mandenews list serve, IPDET list serve

#### **ii. Capacity building of program staff on M&E**

All program staff needs to be aware of importance of M&E and contribute proactively for data collection, reporting and evidence based decision making. To achieve this, a comprehensive M&E training will be conducted (three day) followed by a two-day refresher training.

## 5. Annexure

### Monitoring & Evaluation Calendar

#	Activity	Time frame					Remarks
		2011	2012	2013	2014	2015	
1.	Finalization of the M&E strategy						January 2011
2.	Develop annual M&E work plans covering all program sections						By AD-M&E in consultation of unit directors
3.	Base line data collection						By AD-M&E
4.	Data collection for performance indicators						By AD-M&E
5.	Develop and establish CIMS and general MIS						By an external consultant
6.	Develop and finalize M&E policy for FPA Sri Lanka						By an external consultant
7.	Develop and finalize M&E manual						In consultation with program staff
7.	Staff training on M&E/ refresher training						In mid 2011 and mid 2013
8.	Contribute to annual performance report						By AD-M&E
9.	Annual planning and review						Together with all program units
10.	Mid-term evaluation						May 2013 by a team of stakeholders
11.	Final evaluation						August 2015